PROVINCE OF SASKATCHEWAN

# 08-09

ANNUAL REPORT

INFORMATION
TECHNOLOGY OFFICE

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This annual report is also available in electronic format from the ministry's website at **www.ito.gov.sk.ca**.
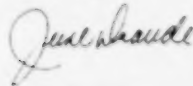
# Letters of Transmittal

May It Please Your Honour:

The Government of Saskatchewan made a significant number of commitments and promises to Saskatchewan people during its first year of holding office – all of them designed to make our province Strong and Steady in the years to come. The 2008-2009 Annual Report for the Information Technology Office demonstrates the progress made towards those commitments that relate to this ministry as of March 31, 2009.

The government clearly defined its vision for a secure and prosperous Saskatchewan with the release of its first budget in 2008-2009 and again in the 2009-2010 budget. That vision was communicated to all ministries through a series of goals that will help deliver on the government's plan for Saskatchewan. Ministries have aligned their mandates with this direction and have developed strategies and actions to help achieve the government's vision and goals.

I'm pleased to report that the Information Technology Office took a number of key steps in 2008-2009 to help move the government's agenda forward and fulfill more than a hundred of its promises to Saskatchewan people. The work of this ministry is allowing the government to deliver better and more cost-effective services to Saskatchewan people. It has also taken steps to reduce the government's environmental footprint and is working to provide opportunities to the private information technology sector.

One of the promises made to Saskatchewan people is a commitment to increased transparency and accountability. This report allows the public and legislators to clearly see the initiatives pursued in 2008-2009, and the results achieved. The results achieved also provide a foundation for establishing priorities and influencing government's future activities. Annual reports are not only an important accountability document, but can help to inform future planning and resource allocation in the upcoming years.

With respect,

June Draude
Minister Responsible for Information Technology Office

June 2009

The Honourable June Draude
Minister Responsible for Information Technology Office

Dear Minister:

I have the honour of submitting the Annual Report of the Information Technology Office for the fiscal year ended March 31, 2009.

In an effort to provide more value and transparency, this year's annual report for the Information Technology Office has undergone several improvements. Improvements include the addition of a number of charts and graphs to support the information contained in the report. As well, initiatives undertaken and results achieved have been directly linked to the government's promises, vision and goals, wherever applicable.

The Information Technology Office takes its responsibility for public accountability seriously and has made every effort to ensure the information and content of the 2008-2009 Annual Report is as meaningful and accurate as possible.

Respectfully submitted,

Gerald Fiske
Deputy Minister

# Introduction

This annual report presents the Information Technology Office's (ITO) activities and results for the fiscal year ending March 31, 2009. It reports on public commitments made and other key accomplishments of the ministry.

As a transition year, the 2008-2009 Annual Report follows a similar format to the 2007-2008 Annual Report, and also includes the Government's vision and three goals. With the release of Ministry Plans for 2009-2010, ministries will report on publicly-committed strategies and actions identified in their plan within the 2009-2010 Annual Report.

The 2008-2009 Annual Report also sets the stage for the 2010-2011 planning and budget process by providing an opportunity to assess the accomplishments, results and lessons learned. It also identifies how to build on past successes for the benefit of Saskatchewan people.

The ITO continued to undergo changes during the reporting year that impacted its internal government operations. The IT consolidation initiative undertaken in the fall of 2004 was completed on paper in 2007-2008, but work continued in the reporting year to fully transition ministries and hundreds of government staff into the IT Service Delivery Partnership.

While IT consolidation was a positive move for government as a whole, like all major organizational change, some difficulties and problems were experienced along the way. Those difficulties, along with changes planned for the year ahead to help mitigate any service delivery issues, are outlined in this report. The Information Technology Office's goal is to provide more and better IT services to government ministries and agencies at less cost, while developing innovative solutions that meet the service needs of both ministries and the people of Saskatchewan. This report also highlights ITO activities involving the private sector or undertaken for the direct benefit of the general public.

# Alignment with Government's Direction

The Information Technology Office's 2008-2009 Annual Report aligns with the government's vision and three goals.

## Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

## Government's Goals

- Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth.

- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

- Keep government's promises and fulfill the commitments of the election, while operating with integrity, transparency and accountability to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of the government's three goals and work towards a secure and prosperous Saskatchewan. In 2008-2009, the ITO forwarded the government's agenda internally and externally, by:

- providing IT services to ministries and agencies in a cost-efficient manner that freed up financial resources for other priorities;

- assisting ministries and agencies in developing online application solutions that enabled them to better deliver programs to Saskatchewan people;

- delivering IT services in an energy-efficient manner that reduced government's environmental footprint;

- working to improve high-speed Internet access that enabled more businesses and people throughout the province to compete in the global economy and capitalize on the latest technologies; and

- collaborating with the private sector on government's IT requirements and issues such as intellectual property that helped to build the province's IT industry and create jobs for young people.

# Ministry Overview

The Information Technology Office's (ITO) mandate is to provide information technology (IT) services and lead information technology and service delivery transformation. The Office coordinates and implements an integrated approach to information technology, information management, and data security throughout all government ministries. The Office promotes Saskatchewan by streamlining and enhancing the government's websites to create a one-stop "electronic embassy."

Government uses IT to improve internal business processes, improve the delivery of citizen programs and services, and uses the procurement of government IT goods and services to promote growth in the private IT sector. It is also important to ensure that IT service delivery is measured and that accountability practices, processes and standards are in place. As a central agency, the ITO manages government's corporate IT agenda and is responsible for the activities that help government meet its IT goals.

With completion of the IT consolidation initiative, 2008-2009 was a watershed year for the ITO. While the project was completed on paper in the 2007-2008 fiscal year, the final transition of all ministries and government staff under the ITO service umbrella occurred in 2008-2009. However, the ITO did lose one full-service government client in the reporting year with the decision by Enterprise Saskatchewan (Ministry of Enterprise and Innovation) to contract some of its IT services to a private sector firm. The decision reflects Enterprise Saskatchewan's mandate to foster growth and innovation in the private sector, and does not impact other ministries or government employees. The ITO continues to provide data hosting and other services to Enterprise Saskatchewan, but does not supply its everyday needs such as help desk services.

As of March 31, 2009, the ITO had 329.7 full-time equivalent (FTE) positions based in Regina, Saskatoon, Prince Albert, Swift Current, Meadow Lake, Yorkton, North Battleford, and La Ronge. The budgeted number of FTEs for 2008-2009 was 322. The variance is due to one FTE being transferred to the ITO during the reporting year and overtime accumulated by existing staff as a result of the consolidation initiative. After seasonal adjustments, the ITO has the youngest overall staff in executive government.

The ITO's activities are grouped into four main areas, under the direction of its three main operational branches – Corporate Information Services, Corporate and Strategic Services, and Business Improvement:

- providing IT services and leading IT service delivery transformation;
- developing government-wide IT policies and standards;
- leading IT governance and coordination; and
- maintaining, enhancing and streamlining the government's web presence.

## Providing IT Services

All members of the ITO Service Delivery Partnership (government ministry and agency clients) receive a wide array of services from the ITO, including IT infrastructure services (networks and servers), data security, help desk services, IT application development, project management expertise, and hardware and software procurement and management. The value of services provided to partners on a yearly basis is in excess of $55 million.

The ITO currently provides IT services to over 12,000 staff in 26 ministries and agencies (including ITO staff). The number of government organizations receiving full IT services from the ministry decreased by one during the reporting year. Enterprise Saskatchewan (Ministry of Enterprise and Innovation) chose to switch some its IT service delivery business to a private sector supplier. The ITO continues to supply data hosting and other services to the organization. The Ministry of Health continues to remain outside of the partnership.

## Developing Government-Wide IT Policies and Standards

This includes activities related to developing strategies, policies and standards for government-wide IT, information management (IM), improved citizen services, broadband infrastructure, security, geomatics (technology-based geographic information), and telecommunications.

The Office continues to work with IT industry officials on developing commonsense government procurement and other policies that will both grow the industry and benefit Saskatchewan citizens. While it is not the lead government agency, the ITO continues to play a role in fostering industry development by holding consultations with sector officials in support of the work being done by Enterprise Saskatchewan.

## Leading IT Governance and Coordination

This includes developing, implementing and managing government-wide IT governance processes and facilitating client ministry IT governance. It also includes activities related to managing relationships with clients, as well as providing business improvement services for client and enterprise-wide initiatives.

## Maintaining and Enhancing the Government's Web Presence

The ITO operates and maintains the Government of Saskatchewan central web portal, web Content Management System (CMS) and provides web support to other executive government ministries and agencies. The ITO is also tasked with improving the government's web-based program delivery system through creation of one-stop portals such as a Business Gateway. A number of planning steps and consultations were undertaken during the reporting year to achieve this portion of the ministry mandate, but the initiative had not been completed at the end of the reporting period. Further information on the initiative and actions taken are outlined elsewhere in this report.

# Progress in 2008-2009

This section of the report presents the ITO's key results, activities, accomplishments and outcomes in 2008-2009. As a transition year for government without a public Plan for 2008-2009, the information has been organized around the most significant achievements that support government direction, along with progress made by key program area. The ITO presented a Plan with the budget for 2009-2010[1] and will report on the activities and performance measures of that plan in its Annual Report for 2009-2010.

Wherever applicable, results reported in this section are linked to the promises and commitments made by the government to the people of Saskatchewan, as well as commitments specific to the ITO in the Minister's mandate letter. The Speech from the Throne in 2007 and 2008, along with the 2008-2009 budget, also include several public commitments in which the Office has an important role to play. During the reporting year the ITO took action to support a number of government priority areas, including fiscal prudence, providing better infrastructure, innovation, a greener environment, and retaining young people.

## Significant Achievements in 2008-2009

### IT Consolidation

- Integrated 523 Government Services staff on to the ITO network.

- Transitioned help desk and other services provided to Enterprise Saskatchewan (Ministry of Enterprise and Innovation) and its 140 staff to a private sector IT supplier. The ITO continues to provide services to the organization such as data and web hosting.

### IT Security

- Continued work to enhance disaster recovery planning for government systems. Involving mission-critical systems, server requirements and backup requirements, the work is enhancing protection of information assets, security processes, data classification processes and disaster recovery planning.

- Conducted an internal review of employee security knowledge and awareness to help determine which areas to focus on in the security program.

- Developed risk management procedures and reporting mechanisms to help better manage the organization's risk profile. This included producing stale account reports for our partners to help them manage risks associated with user accounts. Project assessments were also produced to outline risks and recommend options to mitigate those risks and produce risk acceptance forms to assist clients in making rational business decisions pertaining to security matters.

- Implemented an Intrusion Detection System (IDS) which detects potential security violations and provides alerts so incidents can be investigated and further action taken if necessary. The system is fully integrated into the security incident response framework and reporting will be provided to clients within the coming fiscal year.

- Signed a statement of work with a private vendor to work towards the implementation of an Intrusion Prevention System (IPS). The IPS will go farther than IDS, blocking undesirable security violations altogether. Implementation is expected in 2009-2010.

- Implemented firewall security monitoring (allowed/blocked traffic) for the core firewall with expansion to more firewalls being implemented in the new fiscal year. Reporting from this system will also be provided to clients beginning in 2009-2010.

- Installed video monitoring systems at the ITO's data-centres and locations storing volumes of hardware assets.

- Undertook a technical vulnerability assessment of ITO systems which will be completed in the new fiscal year. As well, the ITO worked with the Ministry of Education to contract a web application vulnerability assessment that will be completed in the new fiscal year.

- Assisted three ministries (Tourism, Parks, Culture and Sport/Environment/Justice) in completing Payment Card Industry – Digital Security Standards (PCI-DSS) related projects.

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[1] Further information on the ITO Plan for 2009-2010 is available on the ITO web site at www.ito.gov.sk.ca.

Those projects focused on assessing the ministries' abilities to comply with the new standards and help them to meet the standards.

- Initiated a project to select and implement a hard drive disk encryption product across the partnership. The product is intended to protect the confidentiality of files stored on laptops used by government employees.

## Green IT

- Engaged the Gartner Group Inc. to conduct a Green Benchmark Assessment and evaluate the environmental state of the ITO compared to similar organizations. The assessment will establish a baseline for green initiatives and is expected to be completed early in the new fiscal year. The assessment will highlight areas where IT resources and efforts may be redeployed to support environmental objectives. It will also highlight strengths and areas for potential improvement relative to similar peer organizations.

- Established an internal Green IT Committee to spearhead the ITO's green initiatives.

## Industry Support

- Held two consultation-style breakfast sessions in Regina and one in Saskatoon to follow-up on some of the ideas and information put forward by participants in an earlier roundtable discussion with the Minister. The meetings were attended by more than 20 key local and national industry leaders. Topics covered included improved government procurement practices, labour shortages in the IT industry, funding, and other initiatives that would help grow the industry, and ideas to increase IT training and attract more youth to the sector.

- Finalized a policy related to intellectual property (IP) in IT contracts. The IP clause has been built-in to government IT contracts and will be announced to the private sector in the new fiscal year. The policy will contribute to growth in the IT sector and the provincial economy by normally allowing private firms to retain the IP rights and commercialize technology they develop on behalf of government. At the same time, taxpayers' interests will be protected with government being provided the right to continue using the technology developed at no additional cost. Government will only retain exclusive IP rights if there is a sufficiently compelling reason.

## IT Governance

- Researched, developed and gained support for changes to government's corporate IT Governance Model. The changes are aimed at streamlining processes and reduce ministry effort for low dollar, low risk IT initiatives. These changes will be implemented for the 2010-11 Call for IT Initiatives process.

# Progress by Key Program

## IT Service Delivery

Increasingly, the competitive edge of organizations is dependent on effective use of technology. The ITO strives to ensure government organizations can leverage IT to provide cost-effective, value-added services to their clients. The ITO's goal is to provide more and better services at less cost, while developing innovative solutions that meet the service needs of both ministries and the public.

2008-2009 was a watershed year for the ITO in many respects with the completion of the IT consolidation initiative. The ITO provides all IT services to 19 ministries in executive government (all ministries with the exception of Health) and seven government agencies, providing IT services valued at over $55 million to over 12,000 government staff.

The overall goal of the consolidation initiative is to improve services while reducing the cost of IT service delivery, with many benefits realized since its inception, including:

- Ability to leverage size and scalability, resulting in reduced costs due to economies-of-scale for the purchase of software/hardware, elimination of redundant infrastructure and services, and reduction in required staffing levels (83 full-time equivalent positions eliminated).

- Better security for government IT networks and better protection of private information held by government.

- Development of best practice service processes.

- Ability to foster the best and brightest in specific fields of expertise.

- Development of new service offerings that benefit ministries and the government as a whole.

Early in 2004, at the beginning of the IT consolidation process, the ITO made commitments regarding the benefits to be gained through consolidation. These commitments and the progress achieved to the end of the reporting year, along with other service delivery accomplishments, are summarized in the following information and charts.

## Results for 2008-2009

- Continued to reduce the cost of IT service delivery across executive government, reducing costs by more than $540,000 on an annual basis during the reporting year.

  *(This initiative is in keeping with a commitment to debt reduction and fiscal prudence made in the 2008 Speech from the Throne.)*

- Implemented a new method of providing services to ITO clients that is easier to understand, more transparent and more aligned to the business needs of clients than the existing "charge-back" method of service provision. The new Service Catalogue or "Service Offering" model makes it easier for clients to order and predict the cost of services the ITO provides based on their business requirements. New simplified invoices are also easier to understand and faster to reconcile with the service requested from the catalogue, significantly reducing workloads for staff in each organization. While the implementation was mostly successful, the ITO will make refinements to the catalogue in the new fiscal year based on client input.

- Ensured the ITO network was available to its clients for 99.5 per cent of working hours, meeting the target for the third consecutive year, with the network available to users in excess of 99.5 per cent of working hours.

- Provided quick and efficient help desk services to government front-line computer users, meeting or exceeding the vast majority of agreed-upon service levels, achieving an overall success rate of more than 94 per cent. Overall

the ITO responded to more than 127,000 client requests for service or assistance from the ITO Service Desk.

| Type of Request | Number of Requests |
|---|---|
| New hardware, software, e-mail accounts, network access, etc. | 41,567 |
| Troubleshooting (malfunctioning hardware, software, etc.) | 73,814 |
| Inquiries (how-to questions) | 12,493 |
| **Total of all requests** | **127,874** |

*[Source: ITO Internal Data]*

- Issued a Request for Proposal (RFP) to obtain a supplier to design an effective approach (roadmap) and a governance structure for reducing and managing the number of database and other applications government organizations use to deliver internal and public services. Government currently supports over 700 applications and 250 different technologies. These technologies hold considerable redundancy of functions and inherent security and other risks due to their complexity of the environment. The application rationalization strategy is intended to reduce the size and complexity of the existing portfolio by 25% over the next two years. Fewer FTEs will also be required to maintain a smaller, less complex portfolio, which will provide an opportunity to reallocate resources to other value-add activities.

- Followed up a detailed review of the current government printing environment by developing an RFP to select a vendor to implement a unified government-wide print strategy. The strategy will use multi-function devices that will significantly reduce internal printing costs while continuing to meet end-user requirements for distributed printing, copying, faxing and scanning. The RFP will be issued in the new fiscal year.

- Negotiated a new agreement to provide the government with reliable hosting services for the mission-critical Multi Informational Database Applications (MIDAS) system for five years. The contract was awarded to ISM/IBM Canada following an open and fair RFP process, with the evaluation based on a combination of service

quality and pricing. Compared to cost estimates of existing pricing, the new five-year contract will save taxpayers more than $2.2 million. The new contract also doubles the capacity of the system and includes a new platform for employee self-serve for some applications.

- Worked to ensure all ministries in the ITO service delivery partnership have a signed

Service Level Agreement (SLA). At the end of the reporting year SLAs had been signed with all partners with the exception of three. An agreement is being negotiated with two ministries. A new agreement was also required for an agency that had previously been covered under an agreement with a former ministry that no longer exists. It is anticipated that all agreements will be signed in the new fiscal year.

## Measurement Results

### Meet all major service level targets outlined in the Service Level Agreements

| Service Level Objective | Targets | 2008-2009 Result (combined – all partners) |
|---|---|---|
| Network Password Resets | Reset network passwords within 15 minutes, 90% of the time | 94.6% |
| New User Accounts | Set-up new user accounts within 5 business days, 90% of the time | 95.0% |
| New Hardware/Software Installs | Install new hardware or software within 5 business days, 90% of the time | 94.3% |
| One-day Service Restores | Restore service in prime locations within one business day, 90% of the time | 92.9% |
| Two-day Service Restores | Restore service in non-prime locations within two business days, 90% of the time | 95.0% |
| Service Requests by E-mail | Open e-mail requests within 30 minutes of receipt, 90% of the time | 95.9% |
| Service Requests by Telephone | Answer calls within 34 seconds, 90% of the time | 88.0% |

[Source: ITO Internal Data]

This measure demonstrates the ITO's overall efficiency and success at providing a range of services to its clients as defined in the Service Level Agreement (SLA) signed with each individual ministry or agency. The SLA is an agreement or contract that identifies the services required by the ministry or agency, the services offered and supported by the ITO, and how the ITO's performance will be measured. In 2008-2009, the ITO met its service delivery targets for six of seven defined service levels.

The SLA is a negotiated contract between a client and the ITO and creates a common understanding and a partnership between the two organizations. The Deputy Ministers of both organizations sign the agreement. Since IT and business needs change rapidly, the SLA is reviewed by both parties on an annual basis. The SLA can be modified at any time

in order to accommodate changing business needs within the ministry. If a ministry does not have a signed SLA with the ITO, services are provided under a generic SLA until a negotiated agreement is reached.

As the ministry responsible for delivering IT services to most executive government organizations, the ITO has a high degree of influence on this measure. The measure calculates the ITO's service success rate for its core services coordinated through the ITO Service Desk, and does not include specialized services provided to clients such as application or other project development. The figures outlined are the combined annual success rates for the more than 127,000 service requests received from all clients in the service delivery partnership during the reporting year. The ITO also provides annual

SLA performance reports to each individual client organization with information specific to that organization.

**Per cent of all service desk incidents resolved on the first call.**

### Baseline/Trend Line Information



| | |
|---|---|
| March 2009 | 90.08% |
| March 2008 | 89.80% |
| March 2007 | 92.20% |
| March 2006 | 81.00% |

75%  80%  85%  90%  95%

*[Source: ITO Internal Data]*
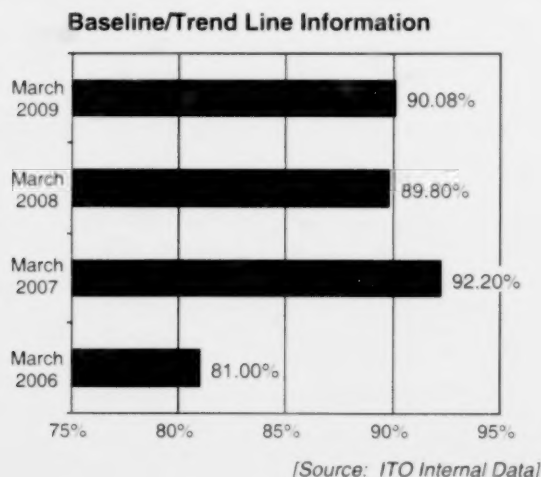
All elements of IT service delivery including desktop standardization, high availability infrastructure, well-defined processes, staff training and certification are required to achieve a high first-call resolution rate. Resolving service desk incidents on the first call measures the effectiveness·of the ITO service delivery model and ensures clients can sustain their productivity. In 2008-2009, the ITO achieved a first call resolution rate in excess of 90 per cent. It is the fourth straight year the ITO has met its target of resolving service incidents on the first call 80 per cent of time.

A call to the service desk is considered to be "service desk resolvable" if front-line support staff can be expected to have the knowledge necessary to address the issue, as well as the necessary tools and access privileges. Any call that must be forwarded to third level support staff because it requires special knowledge or privileges is not considered service desk resolvable. For example, a problem with a back-end server or custom application would not be considered service desk resolvable.

On an annual basis the ITO's service desk system provides the source information for this performance measure. An overall result for all ministries in the service delivery partnership is

reported. The ITO has a high degree of influence over the first-call resolution rate because it is responsible for developing and implementing a service delivery model that provides service levels to meet requirements outlined in the service level agreements.

## IT Governance

The ITO's Business Improvement Branch is responsible for coordinating the efforts of the government's IT governance bodies and processes, which were developed and implemented in 2005-2006. The governance model includes a Deputy Minister Committee that provides strategic direction, central oversight and makes recommendations on major IT initiatives. An Information Management Advisory Council (formerly Business Advisory Council) ensures that ministry initiatives support government's overall goals and promote initiatives that address common ministry business issues. Within each ministry, Information Technology Management Committees (ITMC) guide IT investments to ensure that initiatives have a solid business case and are aligned with ministry and government priorities.

The ITO continued to manage the enterprise IT governance model during the reporting year to ensure that IT resources are deployed efficiently and are supporting government's strategic objectives.

### Results for 2008-2009

- Facilitated the Information Management Advisory Council's review of business cases for major IT initiatives, project status reports for major IT initiatives underway, and post-implementation reviews for major IT initiatives that were completed.

- Delivered two overview workshops (focused on the IT governance model) in May 2008. Thirty staff attended from a number of ministries.

- Delivered three detailed business case development workshops in May 2008. Thirty-one staff attended from a number of ministries.

## Citizen Service

Technology gives citizens the ability to complete a wide range of tasks using a variety of channels (phone, fax, in person and Internet). Market

research clearly shows that citizens expect to access government programs and services using the channel of their choice. One of the ITO's goals is to promote Saskatchewan and provide individuals and businesses easy access to government programs and services by supporting the citizen service delivery efforts of its partner ministries.

### Results for 2008-2009

- Worked with partner ministries and/or provided project management services that will enable them to develop new or enhanced IT applications, allowing them to offer better and more cost-efficient services and programs to Saskatchewan people and other clients. Provided project management services for 20 ministry initiatives that were completed in the reporting year, including: enhancements to the SaskJobs web site operated by Advanced Education, Employment and Labour; development of an Animal Health Surveillance system for the Ministry of Agriculture; the Saskatchewan Officer Safety System for the Ministry of Environment; and the Community Based Organization Information System for the Ministry of Social Services.

- Began work on 113 projects, ranging from feasibility studies to application development projects that will provide a variety of services to ministry partners and their clients. The projects are at various stages of development, with many to be launched in the new fiscal year and others of a more long-term nature.

- Strengthened transparency and accountability in government by working with the Queen's Printer to place all orders-in-council online. The ITO identified and recommended utilizing an existing technology within the Queen's Printer that can be used to electronically publish and manage the online orders-in-council initiative without the expense of developing a new system. The system went online in the reporting year.

  *(This commitment is contained in the Minister Responsible for ITO's mandate letter from the Premier.)*

- Undertook planning for streamlining and enhancing the Government of Saskatchewan's websites to create a one-stop "electronic embassy". The conceptual design and

implementation roadmap was completed for a Business Gateway project, aimed at transforming the way government delivers programs and services to businesses, reducing complexity and making it easier to do business in Saskatchewan. The initiative is one of a number of portals, such as Immigration and Youth that could potentially be developed to achieve the overall goal of creating one-stop, web-based access to government programs and services. The project was put on hold due to funding considerations and options are being considered for bringing it forward at a future date. The work achieved to date can be used to improve many aspects of the government's web-based service offerings.

*(This commitment is contained in the Minister Responsible for ITO's mandate letter from the Premier.)*

- Managed the government's overall web presence and worked with Executive Council and other ministries to enhance the value of the web as a communications and service delivery tool. This work included maintaining and operating the government's central web portal, making changes when required and working with the government's private sector web partner to ensure the reliability of the site.

- Provided support and mentoring as required to 22 ministries and agencies in their use of the Enterprise Web Content Management System.

- Answered or coordinated the response to 3,812 public inquiries received through the central web portal for government information or services.

## CommunityNet and Broadband Expansion

The Government of Saskatchewan made a major commitment to provide Saskatchewan residents with access to one of the best communications networks in world, including access to high-speed Internet services. Premier Brad Wall cemented that commitment in November 2008 with the announcement that the province would provide high-speed access to 100 per cent of the province by making a $129 million infrastructure investment through SaskTel. The funding will also greatly enhance the cell phone coverage provided by SaskTel throughout Saskatchewan. The

investment will sustain and solidify economic growth in the province, particularly in rural areas.

The Premier's announcement included a $41.5 million investment in CommunityNet, the province's public sector high-speed network developed by the ITO and other government agencies in 2002-2003. The functionality of the existing CommunityNet network of 256 towns will be increased by doubling the speeds and adding approximately 90 new communities to the CommunityNet network.

### Results for 2008-2009

- Led negotiations with SaskTel on a new five-year CommunityNet contract that will provide better, more cost efficient service and better infrastructure on the CommunityNet network. Major benefits of the new contract include:

  - Prices for all CommunityNet accesses have been reduced by 25% across the board. This reduction will see savings to the education sector of up to $1million a year which it will reinvest back into faster speeds for rural schools. Executive government will see savings of approximately $750,000 a year which will be reinvested into improved security and other upgrades. The Health sector will see savings of approximately $200,000 a year.

  - Fibre expansion to the additional 90 Saskatchewan communities that were announced by the Premier in November 2008.

  - Minimum speeds will be increased across the board - the old 384K (kilobyte) and 640K speeds will be eliminated, and new 3Mbps (megabyte) and 5Mbps speeds will be introduced in rural areas.

  - Internet pipe speeds will be expanded to support significant future growth of the network.

  *(This initiative is in keeping with a commitment to provide better infrastructure made in the 2008-2009 budget.)*

## IT Security

The Government of Saskatchewan is responsible for having the necessary controls to protect government information and citizens' personal data. As a central agency responsible for IT policy, the ITO is responsible not only for managing the hardware and software that protects government systems, but to develop government-wide IT security policies and processes that ensure protection for government's data and assets.

The external threats caused by computer hackers or viruses could seriously impact executive government's IT systems, resulting in significant financial loss due to downtime and a corresponding disruption of essential services and program delivery. The ITO has spent over $2 million in the past three fiscal years upgrading its infrastructure to minimize security implications. This includes $700,000 on the core network and firewall, $750,000 on network attached storage and exchange environments, $300,000 on the storage area network, $300,000 on the physical environment of the ITO data centre and $75,000 on desktop security software.

### Results for 2008-2009

- Continued to install state-of-the-art infrastructure to protect the ITO network from viruses and reduce the incidents of government staff receiving "spam" e-mails. Firewalls and other technical solutions were implemented, along with internal procedures that prevented the vast majority of "bad" e-mails from penetrating the ITO network. During the reporting year, more than 175 million Internet-based e-mails were directed toward the network, with nearly 94 per cent rejected as viruses, spam or other attacks.

**Daily (average) Internet-based E-mail Traffic on ITO Networks**

| Request | Total |
|---|---|
| Rejected (sent from known spam site, etc.) | 93,291 |
| Block (virus or spam) | 355,397 |
| Allowed | 30,532 |
| **Daily Average Total** | **480,490** |

*\* In addition to Internet-based e-mail traffic, the ITO network handles approximately 300,000 e-mails a day that are sent by government employees.*

*[Source: ITO Internal Data]*

- Implemented an enterprise-class Oracle database environment that allowed the consolidation of existing database technologies into a far superior, more reliable and scalable database environment.

- Decommissioned three existing Storage Area Networks (SAN) into a new, more robust storage environment.

- Cooperated with the Provincial Auditor as his office conducted a third annual audit of the ITO's data centre and security processes, concluding that the ITO has adequate rules and procedures in place to safeguard public resources. The ITO will continue to work with the Auditor's office to further strengthen its security procedures in the coming fiscal year.

- Provided education and awareness about security issues to government employees by issuing four security bulletins on the appropriate usage and/or policies related to mobile devices, freeware, USB flash drives and computer passwords.

- Assisted the Access and Privacy Branch of the Ministry of Justice by providing information for its published Information Management Handbook.

- Worked with the cross-government Security Officers Committee to develop six information technology and information management security related policies, including: Electronic Credit Card Transaction Policy, Mobile Device Policy, Access Control Policy, Password Policy, Protection and Privacy of Personal Information Policy and Data Classification Policy. All policies are either awaiting executive approval or in the consultation stage for implementation in the new fiscal year.

- Developed two security policies specific to ITO operations, a Video Surveillance Policy and Clear Desk and Clear Screen Policy. Both policies are in final draft form and are expected to receive final approval for implementation in the new year.

## Measurement Results

### *Hours of downtime caused by security breaches that impact the ITO network.*

| Baseline Information | | |
|---|---|---|
| *(March 31, 2006)* | = | 0 hours |
| *March 31, 2007* | = | 0 hours |
| *March 31, 2008* | = | 0 hours |
| *March 31, 2009* | = | 0 hours |

*[Source: ITO Internal Data]*

The ITO has intrusion detection systems and processes which monitor attempts to access the ITO network. The external threats caused by computer hackers or viruses could seriously impact executive government's IT systems resulting in a disruption of essential service and program delivery.

This performance measure monitors the effectiveness of the ITO's internal security hardware, processes, standards and controls at preventing security threats from impacting the ITO network. The measure is calculated by totalling the number of core working hours that the ITO network is not available because of security breaches. In previous years this measurement was expressed as a percentage of time the network was not available due to security breaches. It has been changed to hours of downtime to better reflect what is being measured.

The ITO has a high degree of influence over this performance measure because it is responsible to develop, implement, manage and monitor standards, policies, processes and infrastructure that protect its core network and client data.

## Industry Support

The ITO is working with the IT industry to identify and implement the best growth strategies. This work supports the efforts of Enterprise Saskatchewan, the province's lead economic growth organization. In addition, strategic government investment in IT infrastructure can improve citizen service delivery and create opportunities for private sector organizations to market innovative solutions. The ITO is focusing on building partnerships that allow it to leverage the

private sector's knowledge and innovation to provide business or technology solutions.

Information technology was identified as a key growth sector for the Saskatchewan economy because of its own growth potential and its increasingly important role in enabling other sectors to expand and create jobs. A sustainable Saskatchewan-based IT industry that can export its services anywhere in the world will support economic growth and create opportunities for young people to make their careers right here at home. Saskatchewan is home to branches of large multi-national IT corporations as well as many smaller IT companies that are capable of providing world-class IT services to clients within and outside of Saskatchewan.

### Results for 2008-2009

- Continued leveraging the knowledge and expertise of the private sector to ensure the ITO is providing services to its clients in a cost-effective manner and that government IT procurement needs are contributing to growth in Saskatchewan's IT industry. Private sector firms are used where they can provide a service that leverages their knowledge, expertise or facilities. The ITO contracted more than $36 million from more than 70 private sector firms who provide expertise, goods, and services in support of the ITO core services.

  *(This initiative is in keeping with the commitments to foster economic growth and innovation in the 2008 and 2007 Speech from the Throne.)*

- Issued an RFP seeking a resourcing supply arrangement with multiple qualifying vendors that will streamline procurement process for technical resources. This will address the challenges that both government and the private sector each face in this area. The new solution will allow suppliers to respond once to the overall supply agreement and then be pre-qualified for a three year period to perform simple resourcing contracts or complete IT projects to a maximum of $500,000 per contract. When procuring resources for a specific project, the ITO will have the ability to easily select pre-qualified personnel (using fair and transparent criteria) and enter into contracts without having to issue RFPs. This approach is less expensive and time consuming for suppliers and is

widely used in other jurisdictions, and is currently used by the ITO for security services.

- Undertook initiatives to encourage young people to consider IT as a career choice and to work, live and raise their families in Saskatchewan. This included providing work-term opportunities to 12 post-secondary students during the reporting year that will assist in their academic growth and promote a potential career in the province's IT industry.

- Supported a number of youth organizations and programs through sponsorships, including:

  - $10,000 for the University of Regina Paul J. Hill School of Business students' participation in the annual JDC West business competition for the past two years (2008 and 2009); and

  - $5,000 in sponsorship for the Lieutenant Governor's Leadership Forum.

- Mentored two students through the University of Saskatchewan Edwards School of Business Mentorship program. The ITO then approached and is working with the University of Regina Paul J. Hill School of Business to establish a similar mentorship program for the fall of 2009

- Actively promoted information technology (IT) as a career choice for students at eight career fairs around the province. ITO staff provides a wide array of IT related career information to students at these events, including profile pieces of youth working at the ITO.

- Actively recruited young, knowledgeable staff to fill full-time and term positions within the ITO workforce. As of January 1, 2009, the average age of ITO staff was 40 years, the youngest staff of any executive government ministry. The ITO also has a much higher percentage of staff under the age of 30 (18 per cent) than the overall government ministry average of 12.7 per cent.

  *(These initiatives are in keeping with the commitment to retain young people made in the 2007 Speech from the Throne.)*

## Measurement Results

### Per cent of IT services delivered by the private IT sector for the ITO service delivery partnership.

| | | |
|---|---|---|
| Baseline Information (March 31, 2006) | = | 57.7% |
| March 31, 2007 | = | 52.5% |
| March 31, 2008 | = | 54.0% |
| March 31, 2009 | = | 61.0% |

[Source: ITO Internal Data]

Government IT spending can create growth in the IT sector. However, additional work from government contracts alone will not foster a sustainable climate for industry growth. Effective government IT service delivery will require both government staff and private sector involvement.

An effective sourcing strategy will provide the private sector with an opportunity to leverage their knowledge and expertise in solving government's business problems. The experience obtained from developing a solution could provide opportunities to market their knowledge outside the province.

This performance measure documents the balance between private sector and government involvement in IT service delivery within the ITO service delivery partnership. This provides an indication of the opportunities provided to the private sector to help government meet its service delivery objectives. The performance measure is calculated by dividing the total value of IT hardware, software and services (management, technical, business analysis, project management or consulting) delivered by the private sector, and dividing it by the total value of expenses in the ITO's inter-ministry services sub-vote. This performance measure will be updated on an annual basis by the ITO.

The ITO has a significant influence over this performance measure because it is responsible for developing a sourcing strategy to obtain services that will meet the needs of their clients. However, individual ministries are responsible for identifying their application support, enhancement and development needs. Larger IT projects will likely require private sector involvement and could have a significant impact on this performance measure.

## Business Improvement

Effective use of government's IT infrastructure and assets will allow government to improve internal efficiencies and improve the public's access to government services and programs. As new applications are developed an opportunity exists to review and redesign current business processes to ensure that they focus on meeting the public's service delivery needs in an efficient and effective manner.

There is also an opportunity to develop or implement common applications across executive government to support similar business functions. This will leverage software investment, standardize business processes, and reduce application support costs.

### Results for 2008-2009

- Collaborated on the development of an RFP to obtain external expertise to conduct detailed planning for the transformation of government's revenue management systems into a new integrated model. The planning work for the project will be released early in the new fiscal year and the work is anticipated to be completed in the fall of 2009.

- Chaired the Saskatchewan Geospatial Imagery Collaborative and worked with its 25 ministry, agency and non-government partners to acquire satellite imagery for the province and launch FlySask.ca, an interactive online imagery system featuring high resolution satellite imagery and aerial photography of every part of the province. The project will greatly assist companies working in the oil, mining and other sectors, helping to generate activity and economic growth in those sectors. Similar to Google's Google Earth™ the site has several advantages. Satellite imagery displays every region of the province in high resolution topographical detail. Partners can also download a wide variety of geographic and topographic data critical to land-use and industrial planning. Full-colour high resolution aerial photography is being added to the site on an ongoing basis, with full provincial coverage in place by 2011. Imagery will be updated each year to ensure that users have access to the most current data. The site has also been integrated with the province's new www.geosask.ca web portal where a wide variety of other geographic data and information is available.

- Facilitated collaboration between government ministries and agencies on common geomatics initiatives and continued to lead and Chair the multi-agency Geomatics Business and Technical Advisory Boards.

- Represented the province on the Canadian Council on Geomatics and built collaboration between other jurisdictions in matters of geomatics. This group has sponsored the development of a national spatial data infrastructure whereby Saskatchewan provides its maintained road network database (and other data) to create seamless national coverage. These map layers are used extensively by Canadians from all jurisdictions as well as international users with an interest in Canada.

- Issued an RFP for a private sector supplier to develop a new ITO employee portal based on Microsoft **SharePoint®** technology that will allow staff to better communicate, be more productive and provide better service to ministry clients. When launched in the new fiscal year the portal will serve a number of purposes. It will enable better communication and collaboration between executive management and among

ITO staff. Each employee will be able to customize their portal experience and tailor it to their work needs, increasing productivity and service to clients. It will allow the ITO to evaluate the use of Microsoft SharePoint as a platform for future portals (i.e., immigration, seniors) and potentially serve as the foundation for a future Government of Saskatchewan employee portal. And, it facilitates better organization and management of a variety of existing SharePoint sites used by internal work teams and branches, as well as project teams involving staff of other government ministries.

- Continued implementation of Voice over Internet Protocol (VoIP) services in Executive Government. More than 2,600 VoIP enabled handsets were installed in various ministries during the reporting year, with a total of 4,193 installed by the end of March, 2009. The project is scheduled for completion in 2009-2010 with the installation of the remaining 6,612 VoIP handsets. The initiative will result in cost savings due to a reduction in long distance charges, monthly operating and less cost for office and staff moves.

## Measurement Results

*Financial savings from IT consolidation.*

### Baseline/Trend Line Information



| | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 |
|---|---|---|---|---|---|---|
| Annual Spend | $79,677,157 | $78,898,833 | $77,738,403 | $69,934,799 | $67,100,917 | $66,552,000 |
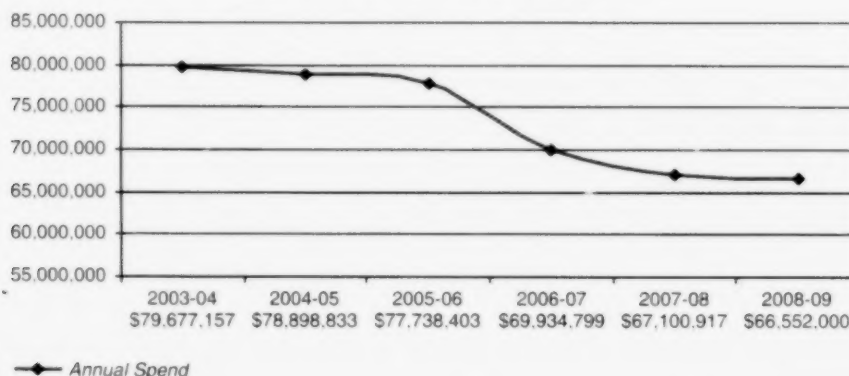
[Source: ITO Internal Data]

This measure demonstrates that consolidating IT is producing consistent, measurable savings while continuing to support government services and programs. These savings have been achieved through reductions in the number of servers and server rooms, consolidation of redundant service desks, improved service delivery methods including reduced travel requirements, and significant discounts achieved through volume purchases. Savings brought about through volume procurement opportunities alone, for items like computer desktops and software licensing, have totalled $5.94 million. The savings achieved remained with the ITO's partner ministries and agencies, which were free to reallocate the dollars to other priorities.

The most significant savings occurred during the 2006-2007 fiscal year, a period that coincided with the inclusion of several major ministries into the IT Service Delivery Partnership, the development of the ITO's state-of-the-art data centre and the signing of a three-year computer leasing agreement. However, savings continue to be realized, including an annual savings of more than $540,000 as the result of initiatives undertaken in the reporting year. Overall, Government of Saskatchewan IT spending was reduced from over $79 million in 2003-2004 to less than $67 million in the 2008-2009 fiscal year, a decline of 16 per cent.

As a full-service supplier of IT services to executive government ministries and agencies, with responsibility for implementing technology solutions, the ITO has a high degree of influence on this measurement. However, IT spending decisions by IT service delivery partners also have a significant impact on this measure.

While the consolidation of ministries and agencies under the ITO service umbrella is complete, new cost benefits related to the initiative will continue to be realized in the future. For example, the future implementation of a government-wide print solution could potentially save government $1.7 million on an annual basis. However, while the ITO expects its core delivery costs to decline or remain steady in the future, overall government IT spending is expected to increase. Costs will rise in future years as partner ministries and agencies develop more database and web-based applications to meet the service delivery demands of Saskatchewan people. To better reflect this reality, in future years this measure will be broken out to demonstrate core IT service delivery spending, along with other significant areas of IT expenditures.

***Number of government server rooms, help desks and IT organizations.***



Server Rooms

Help Desks

# of IT Organizations
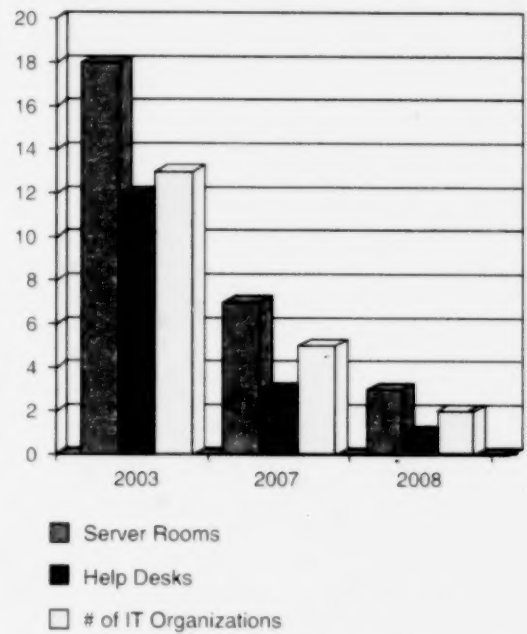
*[Source: ITO Internal Data]*

This measure compares the number of server rooms, help desks and IT organizations employed by executive government prior to the IT consolidation initiative compared to end of fiscal year 2008-2009. The measure provides an indication of the ITO's success at consolidating IT infrastructure to reduce IT support costs.

The data provided has played a key role in the savings achieved by IT consolidation. As the number of servers, help desks and locations where servers are stored are reduced, government has reduced its current and future IT infrastructure costs due to less duplication and lower maintenance costs.

As the ministry responsible for IT service delivery for most executive government organizations, the ITO continually has sought to provide more and better service at less cost, and has a lot of influence on this measure. In 2008-2009 the number of server rooms dropped from seven to three, the number of help desks dropped from three to one, and the number of IT organizations declined from five to two. While the ITO will

continue to seek cost savings through use of technology, the majority of server rooms, help desks and IT organizations have been pared down to required levels. This measure is still applicable but is not expected to change significantly in the coming year.

## Green IT

According to the federal government's Office of Energy Efficiency, computers and other types of office equipment are among the fastest growing sources of energy consumption in Canada. With energy costs rising and a need to decrease energy consumption, governments are purchasing energy-efficient equipment and promoting energy-saving habits among users.

The ITO is supporting the government's commitment to protect and conserve our natural environment by ensuring that it purchases energy-efficient computer equipment from **ENERGY STAR®** partners.

The ITO has documented that yearly energy savings resulting from the IT consolidation initiative amount to $235,000, or 2,500 Megawatt hours (MWh), which is enough energy to power 310 average Saskatchewan homes. It has also implemented procurement practices that support environmentally friendly packaging, recycling and manufacturing processes.

The goal of the ITO is to establish itself as a "best-practices" Green organization and help the government achieve its environmental objective of reducing provincial greenhouse gas emissions by 20% by the year 2020.

### Results for 2008-2009

- Explored technology that will permit ITO client machines to be powered down completely when not in use, but will allow for the remote "waking" of the units when it is necessary for security or other technical work to be done. It's estimated this initiative will save $15,000 in annual power costs.

- Began developing a strategy for establishing duplex printing as the ITO standard to reduce the consumption of paper.

- Continued with the virtualization and capacity management in the data centre that will save on power consumption.

- Began planning for promoting the use of electronic document exchange as opposed to traditional paper handling methods for government documents. It's estimated that when implemented this will reduce greenhouse gas emissions by 1,000 kilograms annually, and will save the ITO $10,000 annually in courier and paper cost reductions.

- Began adopting new EPEAT standard computers and printers. EPEAT represents a cradle-to-grave approach to sustainable, recyclable computer equipment.

- Communicated internal green best practices to staff such as ensuring that lights are turned off in boardrooms and office spaces after hours, and/or when not in use.

- Explored ways of incorporating environmental impact considerations in business cases for IT-intensive investment.

- Continued to explore expansion of the telework option for employees where appropriate.

  *(These initiatives are in keeping with commitments to protect the environment contained in the 2008 and 2007 Speech from the Throne.)*

# 2008-2009 Financial Overview

The ITO's 2008-2009 expenditure budget was $5.575 million.

The recovery of amortization is treated as a statutory adjustment and reduced the ITO's actual appropriation by $70,000 to $5.464 million. Total 2008-2009 expenditures were $5.464 million, which is $111,000 under the $5.575 million target. The significant variances are explained in the following pages, but the variance is primarily related to lower than expected capital asset acquisitions.

The ITO did not have a revenue budget in 2008-2009, but revenues of $46,400 related to prior year's expense refunds, $2,403 related to loss on US dollar transactions, and $18,064 in casual revenue were recorded. Costs ($1,630,078) related to providing IT services to external government agencies (Saskatchewan Grain Car Corporation, Saskatchewan Municipal Board, Saskatchewan Housing Corporation, Saskatchewan Apprenticeship & Trade Certification Commission, Saskatchewan Legal Aid Commission, the Public Guardian & Trustee of Saskatchewan and Enterprise Saskatchewan) were offset by an equivalent recovery from the external government agencies.

The ITO budget included 322 full-time equivalent (FTE) positions.

# Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Variance explanations are provided for all variances that are greater than $50,000.

| Program | 2008-09 Estimates [1] ($ × 1,000) | 2008-09 Actual ($ × 1,000) | Variance ($ × 1,000) | |
|---|---|---|---|---|
| **Central Management and Services** | | | | |
| Executive Management | 792 | 721 | (71) | [2] |
| Central Services | 964 | 813 | (151) | [3] |
| Accommodation Services | 202 | 423 | 221 | [4] |
| **Subvote Total** | **1,958** | **1,957** | **(1)** | |
| **IT Coordination and Transformation Initiatives** | | | | |
| Information Technology Coordination | 2,643 | 1,324 | (1,319) | [5] |
| Office of Geomatics Coordination | 213 | 96 | (117) | [6] |
| Information Technology Transformation | 311 | 1,308 | 997 | [7] |
| Service Transformation | 200 | 637 | 437 | [8] |
| **Subvote Total** | **3,367** | **3,365** | **(2)** | |
| **Inter-ministerial Services** | **0** | **(19)** | **(19)** | |
| **Major Capital Asset Acquisitions** | **250** | **161** | **(89)** | [9] |
| **Total Appropriation** | **5,575** | **5,464** | **(111)** | |
| Capital Acquisitions | 250 | 161 | (89) | [10] |
| Amortization | 76 | 76 | 0 | |
| **Total Expense** | **5,401** | **5,383** | **(18)** | |

No funding is provided to third parties.

Explanations for major variances:

[1]   2008-2009 Estimates as tabled with the Provincial Budget.

[2]   The decreased costs are related to vacancy and miscellaneous savings. These savings are offset by increased costs in Accommodations sub-program.

[3]   The decreased costs are related to vacancy savings, lower consulting and miscellaneous savings. These savings are offset by increased costs in Accommodations sub-program.

[4]   The increased costs relate to new workstations for SOCO space and water damage repair costs for Grenfell Towers.

[5]   The decreased costs are related to project costs that are reflected in the IT Transformation sub-program.

[6]   The decreased costs are related to vacancy and miscellaneous cost savings. These savings are offset by increased costs in other areas.

[7] The increased costs in the IT Transformation program are related to the Business Gateway Project.

[8] The increased costs are related to the Enterprise Revenue Project, Business Gateway and other miscellaneous projects.

[9] [10] Major capital acquisitions were $89,000 under budget. $133,000 of the $161,000 was for work in progress capital assets.

# For More Information

If you have any questions or comments, or would like additional copies of the 2008-2009 Annual Report, we invite you to call (306) 787-8880 or contact:

Information Technology Office
Corporate and Strategic Services Branch
8th Floor, 2101 Scarth Street
Regina, Saskatchewan    S4P 2H9

Or send us an e-mail through the Information Technology Office website at **www.ito.gov.sk.ca**.

**ITO Acts and Regulations**

The Minister Responsible for Information Technology Office is responsible for the following acts and regulations:

- *The Information Technology Office Regulations, 2007*

- *The Canadian Information Processing Society of Saskatchewan Act, 2005*

# Appendix A:  ITO Service Partners

## Ministries (19)

- Advanced Education, Employment and Labour
- Agriculture
- Corrections, Public Safety and Policing
- Education
- Energy and Resources
- Environment
- Executive Council
- Finance
- First Nations and Métis Relations
- Government Services
- Highways and Infrastructure
- Information Technology Office
- Intergovernmental Affairs
- Justice and Attorney General
- Municipal Affairs
- Office of the Provincial Secretary
- Public Service Commission (PSC)
- Social Services
- Tourism, Parks, Culture and Sport

## Agencies (7)

- Saskatchewan Grain Car Corporation
- Saskatchewan Municipal Board
- Saskatchewan Housing Corporation
- Saskatchewan Apprenticeship and Trade Certification Commission
- Saskatchewan Legal Aid Commission
- Public Guardian and Trustee of Saskatchewan
- Enterprise Saskatchewan

# Appendix B: ITO Service Offerings

The nine areas of IT service offerings contained in the ITO Service Catalogue that the ITO provides to its internal clients are:

- **The Managed Desktop Service Offering** provides personal computers and related support and maintenance. Standard options include standard laptops, standard desktops, power user desktops, power user laptops, rugged laptops, extra monitors and docking stations.

- **The Printing and Imaging Service Offering** provides hardware and support for printing and imaging. Standard options include personal printers, personal colour printers, workgroup printers, workgroup colour printers, scanners, plotters and multi-function devices.

- **The Software and Applications Service Offering** provides hosting, support, and maintenance for applications. Standard options include both in-house custom applications and commercial off-the-shelf software.

- **The E-mail and Messaging Service Offering** provides hardware, software, and support for e-mail. Standard options include e-mail account, incremental mailbox space, and BlackBerry support.

- **The Data Communications Service Offering** provides network connectivity through a wide area network (WAN). Standard options include different types and speeds of communication technology such as satellite and CommunityNet.

- **The Storage Service Offering** provides electronic storage. Standard options include personal document storage, group drive storage, mail archive storage, and application drive storage.

- **The Enterprise Instant Message and Unified Meeting Service Offering** provides the infrastructure, hardware, software, and management of instant messaging and meeting services.

- **The Security Service Offering** provides work that is specifically related to security services. All options under this service offering are custom-priced.

- **The Advanced Business Technology Service Offering** provides technology solutions to solve unique business problems. Examples include business solutions and application development work. All options under this service offering are custom-priced.

# Appendix C: ITO Organizational Chart

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                        ┌─────────────────────────────────┐
                        │    Honourable June Draude        │
                        │    Minister Responsible          │
                        │ for Information Technology Office │
                        └─────────────────────────────────┘
                                       │
                        ┌─────────────────────────────────┐
                        │        Gerald Fiske              │
                        │        Deputy Minister           │
                        └─────────────────────────────────┘
                                       │         ┌──────────────────────┐
                                       │─────────│    Chad Vickers       │
                                       │         │  Executive Assistant  │
                                       │         └──────────────────────┘
```

| Richard Murray Executive Director Corporate and Strategic Services | Keith Phelps Acting Assistant Deputy Minister Corporate Information Services | Jocelyn Robinson Acting Executive Director Business Improvement |
|---|---|---|
| Business Development | Service Delivery | Enterprise Project Management Office |
| Telecommunications, Security and Privacy | Application Delivery and Support | Business Improvement |
| IT Policy | Business Operations and Security | Research |
| Communications and Public Relations | Advanced Technology and Project Services | Corporate IT Governance |
| Office of Geomatics Coordination | Enterprise Architecture | |
| Electronic Service Delivery | Client Services and Employee Development | |
| Industry Relations | | |